

FEB 26 1923

# PERSONNEL ADMINISTRATION

*Succeeding Corporation Training and Personnel*

Volume XI

FEBRUARY, 1923

Number 2

## In This Issue

The Vocational Rehabilitation  
Work of the U. S. Veterans'  
Bureau .....DR. F. U. QUILLAN

A Guarantee for Continued Em-  
ployment .....“BILL” HALEY

### News

Scientific Salary Standardization at Henry L. Doherty & Co.  
An Industrial Library at Eastman Kodak Co.  
Vacations with Pay at Portsmouth Cotton Oil Refining Co.  
Recreation Activities of Western Electric Co.  
Placing Rehabilitated Men.

### Reviews

Employers' Associations in the United States.  
More Work per Man.  
A Study in Labor Mobility.

### Abstracts

### Personals

Association News  
Committees and Committee Subjects.

Fifty Cents Per Copy

Five Dollars Per Year

Copyright, 1923

PUBLISHED MONTHLY BY THE

NATIONAL PERSONNEL ASSOCIATION

20 VESEY STREET - - - - NEW YORK, N. Y.

# NATIONAL PERSONNEL ASSOCIATION

## BOARD OF DIRECTORS

### President

W. W. KINCAID, *President*, The Spirella Co., Inc.

### Treasurer

MONTAGUE A. CLARK, *Personnel Director*, Sidney Blumenthal & Co., Inc., Shelton, Conn.

### Managing Director and Secretary

W. J. DONALD.....20 Vesey Street, New York, N. Y.

W. W. KINCAID, *President*, The Spirella Company, Inc.

S. B. BUNKER, *Advisory Staff, Industrial Relations Division*, General Motors Corporation.

C. S. CHING, *Supervisor of Industrial Relations*, United States Rubber Company.

HENRY S. DENNISON, *President*, Dennison Manufacturing Company.

C. R. DOOLEY, *Manager, Personnel and Training*, Standard Oil Company of New Jersey.

E. K. HALL, *Vice-President*, American Telephone and Telegraph Company.

ELISHA LEE, *Vice-President*, Pennsylvania Railroad Company.

SAM A. LEWISOHN, *Vice-President and Treasurer*, Miami Copper Company.

MISS LOUISE MOORE, *Employment Service Manager*, Dutchess Manufacturing Company.

JOHN MCLEOD, *Assistant to the President*, Carnegie Steel Company.

DR. R. S. QUIMBY, *Service Manager*, Hood Rubber Company.

JOHN A. STEVENSON, *Vice-President*, The Equitable Life Assurance Society of the U. S.

PERCY S. STRAUS, *Vice-President*, R. H. Macy & Company, Inc.

FRED. W. TASNEY, *Vice-President*, Prudential Insurance Company of America.

ARTHUR H. YOUNG, *Manager of Industrial Relations*, International Harvester Company.

### Councillors at Large

L. P. ALFORD, *Editor*, Management Engineering.

MRS. R. F. ARMSTRONG, *Assistant Manager of Industrial Relations*, Eastman Kodak Company.

MEYER BLOOMFIELD, Bloomfield & Bloomfield.

C. S. CHING, *Supervisor of Industrial Relations*, United States Rubber Company.

HENRY S. DENNISON, *President*, Dennison Manufacturing Company.

J. W. DIETZ, *Educational Director*, Western Electric Company, Inc.

F. H. DODGE, *Vice-President*, Burroughs Adding Machine Company.

W. B. DONHAM, *Dean*, School of Business Administration, Harvard University.

T. E. DONNELLY, *President*, R. R. Donnelly & Sons Company.

C. R. DOOLEY, *Manager, Personnel and Training*, Standard Oil Company of New Jersey.

BOYD FISHER, Lockwood Greene & Company.

DR. LEE GALLOWAY, *Vice-President*, The Ronald Press Company.

E. K. HALL, *Vice-President*, American Telephone & Telegraph Company.

HARRY A. HOFF, H. A. Hopf & Company.

W. W. KINCAID, *President*, The Spirella Company, Inc.

J. M. LARKIN, *Assistant to the President*, Bethlehem Steel Company.

SAM A. LEWISOHN, *Vice-President and Treasurer*, Miami Copper Company.

E. S. MCCELLAND, *Personnel Director*, Westinghouse Electric & Manufacturing Company.

DR. C. R. MANN, *Chairman, Advisory Board*, Operation and Training Division, War Department.

DR. HENRY C. METCALF, *Director*, Bureau of Personnel Administration.

EARL B. MORGAN, *Director, Employment and Service*, The Curtis Publishing Company.

MISS LOUISE MOORE, *Employment Service Manager*, Dutchess Manufacturing Company.

LOUIS L. PARK, *Supervisor of Welfare*, American Locomotive Company.

COL. D. W. K. PEACOCK, *Personnel Director*, White Motor Company.

S. R. RECTANUS, *Director of Employment*, American Rolling Mill Company.

PHILIP J. REILLY, *Personnel Director*, Retail Research Association.

PERCY S. STRAUS, *Vice-President*, R. H. Macy & Company.

W. H. WIMANS, *Industrial Relations Department*, Union Carbide & Carbon Corporation.

ARTHUR H. YOUNG, *Manager of Industrial Relations*, International Harvester Company.

L. J. ZOELLER, *Supervisor Employees' Service Department*, Proctor and Gamble Company.

### Councillors Representing Affiliated Local Groups

Baltimore, Md.; Personnel Managers' Association, represented by WM. H. VICKERS,

*Manager*, Employment and Personnel Department, Consolidated Gas, Electric Light

and Power Company.

Bridgeport, Conn.; Employment Managers' Association of Bridgeport, represented by C. W.

COLLINS, *Personnel Director*, Bridgeport Plant, General Electric Company.

Buffalo, N. Y.; Industrial Relations Association of Buffalo, represented by HERBERT W.

ALLEN, *Employment Manager*, M. Wile and Company.

California; Industrial Relations Association of California, represented by B. J. PIUTTI,

*Secretary*.

Chicago, Ill.; Industrial Relations Association of Chicago.

Dayton, Ohio; Personnel Association of Dayton, represented by E. H. KRAMER, *Personnel*

*Section*, General Motors Research Corporation.

New Haven, Connecticut; Industrial Relations Council of New Haven, represented by

R. M. THOMPSON, *Director of Industrial Relations*, United States Footwear Factories.

New York, N. Y.; Personnel Association of New York, represented by CAMERON BECK,

*Personnel Director*, New York Stock Exchange.

Niagara Falls, N. Y.; Employment Managers' Group.

Oregon; Oregon Industrial Relations Association, represented by RAYMOND VAN VALIN,

*Secretary-Treasurer*.

Pittsburgh, Pa.; Pittsburgh Personnel Association, represented by JOHN MCLEOD, *Assistant*

*to President*, Carnegie Steel Company.

St. Paul, Minn.; St. Paul Personnel Association; represented by A. O. KNELL, *Plant*

*Superintendent*, Tri-State Telephone Company.

Tri-Cities (Moline, Davenport and Rock Island); Industrial Relations Group; represented

by EDGAR R. BLADEL, *Secretary*.

# PERSONNEL ADMINISTRATION

February, 1923

## "THE VOCATIONAL REHABILITATION WORK OF THE UNITED STATES VETERANS' BUREAU"

By Dr. F. U. Quillin

*Chief of Employment Service, United States Veterans' Bureau*

WE HAVE received as a result of the World War to date the applications of 656,549 men who have declared themselves as incapacitated for "carrying on" in their post-war activity. Out of this number the United States Veterans' Bureau has declared 289,478 as eligible for assistance under the United States Veterans' Bureau Act. These incapacities vary all the way from the case of the former professional violin player who had the first joint of the third finger of the left hand shot off, rendering it impossible for him to finger his violin properly, up to the case of the man who was totally blinded and facially disfigured by an enemy's shell.

To overcome all these various incapacities the United States Veterans' Bureau is called upon to determine proper rehabilitation; to find occupations, positions and jobs, in which these men can function; to find out the requirements of these various occupations; and then to educate and train these men so that they can discharge the responsibilities *normally* attached to such work. This you will readily recognize as a task calling for the greatest intelligence that this nation possesses, especially when we recognize that the program is complicated by an unfortunate mental attitude coming in many cases as a natural result of the peculiar demands and experiences of a great war.

### The Scope of the Bureau

More than four years have passed since this work of rehabilitation was begun, and the agencies responsible for training and returning individual men to suitable employment have had rare experiences, trying and irritating at times, yet always challenging the sincerest thought and effort.

The rehabilitation program which the United States Veterans' Bureau is attempting to put over has in it the possibilities of the most constructive educational and sociological piece of work ever con-

\* Address given before the Job Analysis Section of the National Personnel Association, November 9, 1922.

ducted. It has grown out of the conception that each individual in a democracy is entitled to an opportunity to express his abilities in some occupation best fitting him.

This program has come at a time when educators and employers are giving much thought to methods of handling men. Never before have the abilities and characteristics of individuals been appraised so extensively in the selection of employment objectives, and never before have the requirements of employment objectives been used so much as a basis for outlining courses of training.

The members of the National Personnel Association have co-operated with the Bureau in this work and have influenced employers to co-operate in this work of rehabilitating the disabled men of the World War. Knowing your interest in our problem I try to assure you that you are acting wisely in this matter of co-operation. No doubt the questions in your minds are many. One of them certainly is—"How has the Veterans' Bureau acquitted itself so far?" "What achievements or results can you produce?"

Another question would certainly be asked—"How is the problem being attacked? What methods and institutions are being used in order to turn out a finished product?"

A third question would be—"What is the composition, the make-up of the personnel of the Bureau?"—"To what extent are they 'system-servers,' 'form-servers?'"—"To what extent do they react to the spirit that must be in the mind of a nation that will spend hundreds of millions of dollars annually to restore to personal happiness and national economy the living reminders of war's cruelties?"

I will briefly summarize my impressions from the point of view of a man trained to look at such a problem from the point of view of an outsider, as I have been Chief of the Employment Service for less than two months. Previous to that time I was engaged in the training of business executives back in Toledo, Ohio, training them along lines that, judging from the response of the business interests of that city, will eventually be followed by cities throughout the country. My work there was delightful and I left it reluctantly even if it was arranged that it should be considered but a short leave of absence.

### **Impressions of the Work**

From this point of view I offer you a few personal impressions of the work of the Veterans' Bureau. I will answer my three questions in order. First—as to its accomplishments. I believe that in due time it will be considered that these accomplishments constitute an achievement of which the nation will feel proud.

The total number of men put into training up to the present time is 155,767. There are in training to-day 96,000. The total number of men who have been rehabilitated is 20,583.

What has this rehabilitation meant to these 20,583 men?

At a conference held in Washington yesterday it was decided that it would be fair and true for me to say that these men are to-day receiving financial returns to the extent of 25% in excess of pre-war earnings. To a certain extent this conclusion was arrived at as a result of two concrete studies made recently in the St. Louis District and in the Washington District. From statistics held in Central Office covering 12,000 cases of rehabilitated men it is shown that their income after governmental assistance is more than 20% in excess of what it was before the war.

Let us keep in mind that these men range through all the walks of life from the most exalted college professor to the humblest mechanic. We must keep in mind also that they are a cross section of American life which has been placed on just a little higher scale due to the opportunity given these men for a career that would fit in with their bent and ambition.

Philip Bayer, a humble gardner in New Jersey, receiving before the war \$75 per month and having no great outlook, lost his arm at Verdun. He is now an expert accountant receiving \$2,700 per year. I wish I had the time to recount many other such personal cases.

Second as to the manner in which the problem is being attacked—the methods, means, and institutions used for accomplishing the task in hand. We have availed ourselves of all the leading institutions of learning in the country and we have had the advice and the assistance of many of the leading educators in the attempted solution of our problem. Besides these regular institutions of learning we have many schools specially set up by the government for the express purpose of training these men. We have also enjoyed the co-operation of hundreds and thousands of industrial concerns which are joining with the Bureau in the matter of placement training or "training on the job."

Personnel men have in their charge to a considerable extent the training of men who will later be on the payrolls. They will be interested to learn that statistical charts of the Veterans' Bureau indicate that 38% of the 96,000 men now in training are in placement training or "training on the job"—in the shops, mills, factories and offices of the industrial world.

Now finally, as to my impression of the personnel that I have



found in the Veterans' Bureau, especially as to their *spirit* in relation to the delicate and stupendous task assigned them by the people of this country of ours—The task of rendering to these men who have been incapacitated and injured in the service of their country not only justice, but the wise and efficient service that will enable them to stand on their feet, to maintain their self-respect and, in fact, to gain that greatest thrill that comes to one, when he is conscious of rendering worth while service to his fellowmen.

Personally I consider the call of the government to become the Chief of the Employment Service as a call of importance and delicacy equal to that ever received by a Minister-of-the-Gospel. I might enlarge upon this idea, but time forbids here. I have enlarged upon it in my talks before hundreds of the employees of the Veteran's Bureau, and I am delighted to say that the greatest response that I have received to any of my thoughts has been in connection with this idea of opportunity for unusual service in an unusually good work.

I recognize, that this work is so vast, that those in the Veterans' Bureau cannot be expected to accomplish it in all of its fullness unless we have the co-operation of all the various interests in this country. In other words, we must recognize it as a great national task. I am pleased to say that already several leading business organizations have become awake to the fact that here, in connection with the work of the Veterans' Bureau, they have a real opportunity for service. I feel that your organization is peculiarly able to render a great service to the nation in connection with this work. You, individually, are in a peculiar position to assist. The final step in the rehabilitation of these deserving men, is their employment in suitable and gainful occupations. The work of the Rehabilitation Division will be judged to a large extent by the success of this last step. These men individually want good employment; the nation, as a whole, wants these men to be engaged in suitable and productive employment. The personnel men of the leading industries of our nation are the "key" men and women in bringing about this happy conclusion.

I appeal in behalf of these exceedingly deserving men, in behalf of the government, to the National Personnel Association, and to personnel men as individuals, to rally to this opportunity.

---

#### Industrial Library

The Industrial Relations Department of the Eastman Kodak Company of Rochester, has installed a library service which is a branch of the Rochester Public Library. They have

a librarian in charge during the noon hour and have an average of thirty readers registered each day. About five hundred books are available and each month a revision is made for replacements.

## A Guarantee for Continued Employment

By "Bill" Haley

ONE factor which is most noticeable to the foreman, in his close association with the wage-earner, is **UNCERTAINTY OF TENURE**. It is the answer to the question, "What is on the workingman's mind?" You executives who sit in at the foremen's meetings would do well to start a discussion among them along these lines.

For example, Jim comes over and says, "I'm thinking of leaving this job. I have a more certain one in sight, but I thought it would be a good idea to see you first, and find out how sure this job is before I make the change." Another one says, "If I knew how long I could be sure of employment here, for awhile at least, I would have that youngest boy of mine operated on, he needs it badly, but when a fellow isn't sure how things are going to turn out, he has to keep a little money handy for a rainy day." So it goes. Where is the foreman that does not have such incidents happen every day? One man is afraid to make the first payment on the cottage he and his family have set their hearts upon. Another is afraid he cannot see his son through college. An operation on some member of the family is dangerously deferred. A youth is afraid to enroll in some correspondence course. Salesmen are told by the housewives that their husband's work is rather unsteady. Home owners are undecided about adding a modern lavatory or electric lighting equipment. Another fellow tells me that he is undecided about taking out an endowment policy, and again—but let your foremen tell you all about them, have a talk with them.

### An Employment Guarantee

How far away is the day when employers will put into operation some sort of employment contract or employment guarantee for a certain definite period of time? Not a compulsory contract, nor a contract covering the entire personnel of the plant or organization, but more as a reward for loyalty and sincerity of purpose. Such an agreement would be the most powerful weapon against the agitator that can be imagined. You men who know of the methods which agitators employ are well aware of this but for the benefit of those who don't, I will say that the agitator relies on the "moral cowards" (those who are afraid of the other fellow's opinion) for the success of a "walkout." An agitator who attempts to imbue the employees of an organization, which has such a contract system in operation,

with a spirit of rebellion, is violating the law, and makes himself liable to suit for inciting certain parties to break a written contract.

Those executives who sit in at their foremen's meetings would do well to secure information from them as regards the advisability of introducing such a system. It would be well to bear in mind though, that anything we have to strive for is appreciated in direct proportion. A contract forced on the employee is liable to be met in an unwelcome manner, but if it is made as a reward for merit, or as a concession on the part of the employer, it will be regarded in the light of a valuable possession. It would be well to keep in mind one of the fundamental laws of human behavior, which advertising agencies and departments apply so effectively, in having readers of their advertisements apply by mail for descriptive circulars, knowing that those circulars which are distributed from house to house and door to door, soon find their way to the gutters, unappreciated and unread.

The writer has often been asked by employers, "What does the employee want most?" The answer is that he doesn't want anything, but close association will convince you of his needs. He needs something that will keep him from drifting from one place to another, because he does not think that his position is very secure, of rumors that have circulated around the plant of a "layoff" or a "walkout." Such a mutual agreement as the foregoing would have a tendency to discourage the methods as practiced by some employers, who are building up an organization, in having a man secure employment in other plants in order that he may pick out capable men, and induce them, by methods which you already understand, to change employers.

### **Simplifying the Guarantee**

An organization intending to put into operation an employees' individual employment agreement, would do well to recognize the fact that a simple statement to the effect that the employer has agreed to employ the person involved for a definite period of time, say three months, and that the person involved agrees to abide by the rules and regulations of the organization and continue in their employ for the same period, would be far better than a conglomeration of such words as "aforesaid party of the first part," "whereas," "heretofore," &c, also far less confusing. The employer has yet to learn that the industrial worker has a decided dislike for business routine, "red tape," as it is termed. This agreement could be made automatically renewable, unless one of the contracting parties should give notice of desire to terminate the agreement. Only persons holding such



agreements should be made eligible to promotion, and such men should be presented with a badge of some sort symbolic of the fact that the employer recognizes the fact that the wearer is entitled to special consideration as regards ability and sincerity.

The average wage-earner needs somebody to do his thinking for him, not a soap box orator. Somebody is needed who will think in a constructive manner, who is not interested from a mercenary point of view. The industrial worker is but a tool of the agitator, a human being open to all the laws of suggestibility, and more so in a crowd. He doesn't know or think anything pertaining to employment (the word "turnover" is defined by the average wage-earner as something to eat, a sort of pastry other than what he is told by the soap box orator). You are well aware that in times of strife thousands of employees confess privately and confidentially that they would gladly return to work but they are afraid of what their friends would think of them, and their friends are thinking the same. Yet, were the individual agreement put into operation, it would be well to bear in mind that all the population of the earth to-day is well aware in what light a person is regarded who considers a written agreement as a "mere scrap of paper."

Before submitting this article, the writer consulted a great many wage-earners, including the foremen, and this suggestion is offered to you as a tentative plan, open to criticism, open to improvement, needing elaboration and variations to fit seasonal work and liability of cancelled orders.

You fellows who do not use your head merely as a hatrack, else you would not have been interested this far in this article, can easily realize the amount of money which has been held in reserve on account of the factor UNCERTAINTY OF TENURE which would be put into circulation. As a manufacturer as well as an employer, you have goods to be sold in order to keep your working force employed. The deferred purchase of building material, hardware, lavatory equipment, or electric lighting material has its effect upon your business as well as the employee. There's many a dollar that's not in a bank, but in a shoe or in a can, under a plank in the floor or under the mattress, that is lying idle and unproductive, because the average industrial worker does not know but he might be told that his services are no longer required after to-morrow. Here is a chance for the employment department to work in conjunction with the sales force and the employee, three of the key forces of modern management. Let's go.

### Scientific Salary Standardization

Mr. W. Alton Jones, General Office Manager of Henry L. Doherty & Co., presented at the January 18, 1923, meeting of the Personnel Association of New York the following statement of policies and methods used by Henry L. Doherty & Co. in the Administration of Salaries.

#### First Step—Job Analysis

- a. A questionnaire was sent to each employee.
- b. A similar questionnaire was sent to the immediate supervisor of each employee.
- c. These questionnaires were reviewed by the department head concerned.
- d. Qualified job analysis made personal investigations of each job.
- e. Compilation of the above was made by the analysis.

#### Second Step—Job Specifications

- a. From the job analyses, the human qualifications, necessary for the successful performance of each job, were ascertained.
- b. Job Specifications were prepared for each job.

#### Third Step—Job Classification

- a. On the basis of the analyses and specifications, a job classification was constructed by considering the following factors:
  1. Duties and responsibilities of the job.
  2. Personal qualifications required by the job.
  3. No consideration of the compensation, qualifications, or skill of the present incumbent of any job.
  4. The simplest practical grouping, as units, of positions regardless of departmental lines.
- b. All positions of similar character were grouped together, and levels,

or zones, of relative importance were established that will continue to be correct regardless of changes in personnel or procedure.

#### Fourth Step—Salary Standardization

a. Minimum and maximum rates were established for all positions except those in which the character of the work is special and which were, therefore, placed in an appraisal group. The chief questions considered for each position were:

1. What are the duties and responsibilities of the position?
2. What are the qualifications required to do the work?
3. What does the employee who does the work and has such qualifications deserve in relation to other employees who have lesser or greater qualifications?
4. What do other institutions pay for similar work?

b. The application of the above consideration to the establishment of proposed salary ranges was governed by the following controlling principles:

1. Uniform rates of compensation for the same work.
2. Relatively correct rates for the various groups.
3. Salary ranges with absolute minimums, absolute maximums, and intermediate salary step rates.
4. Economic factor considered so that salary ranges may at all times correspond approximately to the cost of living.

#### Fifth Step—Salary Adjustments

- a. Each employee considered for salary adjustment on his service anniversary.
- b. Special consideration given an employee at any time for salary adjustment when merited by exceptional performance.
- c. A new employee enters at a

minimum set for the position he is hired for.

d. Automatic increase to the minimum of the new job accompanies promotion of an employee.

e. No adjustments are made beyond the maximum set for the job.

f. The basis for salary increases in a given job is the increased value of the employee's service, determined by an analysis of his worth, as shown by progress ratings, and reflected in the recommendations of the department head. Length of service is only a secondary factor, controlled by the maximum set for the job.

g. The step rates ordinarily govern the increment of increase.

#### Vacations with Pay

The Portsmouth Cotton Oil Refining Corporation has adopted the following plan of vacations with pay for all of their employees:

All other employees who have been in the employ of the corporation one year or more on May 1 are entitled to 6 working days with pay. Such employees as have been employees less than one year on May 1, are entitled to one-half day vacation with pay for each month or major fraction thereof that they have been in the employ of the corporation. All vacations must be taken between June 1 and September 30 except by special permission. In special cases the General Manager may grant additional vacation with pay to any employee.

In addition to the above after an employee has been continuously in the employ of the corporation for three years on May 1, he will be entitled to one additional day vacation with pay; after five years, two days, and so on until after thirteen

years, he will be entitled to six additional working days vacation with pay.

#### Recreation Activities of the Western Electric Company

What is said to be a new record in the number of employees actively engaged in athletics at any one industrial plant has been set up by the personnel of the Hawthorne Works of the Western Electric Company at Chicago. Of the 28,000 persons employed at the plant, more than 7,000, or a little better than one out of every four, are voluntarily taking part in some form of sporting endeavor.

According to statistics just compiled by the employee athletic managers at the Hawthorne Works, the plant boasts fourteen branches of athletics for men; twelve for women, and seven for boys. In bowling, the Hawthorne Works is represented by one major league and about 20 minor leagues composed of a total of 830 men, and a women's league of 540 members. Rifle shooting is being followed by 230 male and 96 female participants.

Some of the other men's activities are a plant baseball team of 40 members, 25 departmental baseball squads with a total membership of 410 members, 2 soccer football teams with a combined personnel of 56 players, a track and field squad of 275 competitors, a golf club of 210, a rod and gun club with 210 members, a wrestling and boxing organization with 50 contenders, a hiking club of 210, and a chess and checker club with more than a hundred members.

The women's sports at the plant are just as diversified and just as ardently followed. They include a large playground baseball league, an indoor baseball team of 20 players

who represent the plant in outside competition, a swimming squad of 121 members, a basketball team of 38 members, a track and field team of about 105 members and an eighty girl hiking squad. In addition the women are represented by more than a hundred golfers, by about 300 of the 800 members who comprise the plant tennis club and by a class in horsemanship that includes 90 pupils.

Most of the employee athletics at the Hawthorne Works are carried on at the Memorial Athletic Field which was laid out adjacent to the plant a few years ago as a perpetual testimony to the 48 Hawthorne boys who lost their lives during the war.

#### Placing Rehabilitated Men

At the request of Governor Cox, officers of the Associated Industries of Massachusetts recently participated in a conference at the State House relating to the placement of rehabilitated veterans of the World War.

A list of fifty-two men, available for work, was made with their names, ages, addresses, qualifications and disabilities. This list was printed in the December, 1922 number of *Industry* or is available from the General Manager of the Association.

It is hoped that members of the Association will take advantage of this information and cooperate in placing these men.

## Reviews and Abstracts

**Employers' Associations in the United States.** By C. E. Bonnett. Mac-Millans, New York, 1922. Pp. xviii + 594. Price \$4.00.

In attempting to review Dr. Bonnett's book on Employers' Associations in the United States I was reminded of a boyish attempt to read the *Encyclopædia Britannica*. By this I do not mean to infer that Dr. Bonnett has rambled far afield, for his book is very direct and confines itself to the subject, namely, a critical analysis of certain of the Employers' Associations in the country, and as such it is encyclopædic in nature.

The book distinguishes three types of employers' associations—negotiatory, mediatory and belligerent; the object of the latter being frankly to combat and curtail activities of the labor unions. The book gives full particulars of thirteen of the associations in the iron and steel industries, building and printing industries, and others, and in the final chapter the author summarizes the entire book. His facts are stated without evidence of personal bias and his authorities carefully given. The book is a good one as a reference work and in fact is the best that the writer has seen.

D. W. K. PEACOCK,  
*The White Motor Company.*

**More Work Per Man.** By John H. Van Deventer, M.E. The Engineering Magazine Company, New York, 1921. Pp. 440. Price \$5.00.

All who read *Industrial Management* are familiar with the vast amount of valuable material published in this journal upon the subject of industrial relations.

"More Work Per Man" is a symposium of selected articles, by thirty-six authors, upon personnel management, appearing in *Industrial Management* over a period of several years. The book represents the opinions and experiences of many authors upon tried methods applied to problems of human relations in industries.

Each subject is viewed from several angles, enabling the reader to evaluate the conclusions reached as applied to his own particular problems.

The book is of interest not only to industrial relations executives, but will be of great value to the student and investigator of employment management methods.

By the establishment of a spirit of cooperation and the elimination of misunderstanding between management and men, improved and increased production will ensue, thus "More Work Per Man."

L. J. ZOELLER,

*Supervisor Employees' Service Department, Proctor & Gamble Co.*

**A Study in Labor Mobility.** By the Industrial Research Department, Wharton School of Finance and Commerce. *Annals of the American Academy of Political and Social Science.* September, 1922.

Of recent years, the term "Labor Turnover," which ten years ago was an unknown phrase, has become so widely discussed that now in gatherings of personnel managers, its very utterance frequently brings forth a sign of boredom. In spite of this fact, personnel executives will find it advisable to read carefully the "Study in Labor Mobility" prepared by Miss Anna Bezancon and her associates of the Wharton School. For the general reader, the article is perhaps too technical to hold the interest; for those entrusted with the direction of labor policies, its scientific approach to the subject merits attention.

Briefly, the study is based on data secured from twenty-five firms for a period of eighteen months. Very wisely, owing to the experimental character of this initial work, the authors have contented themselves with drawing only the most obvious conclusions from the data collected, but these conclusions are important enough to warrant their statement "what is only imperfectly recognized to-day both by business men and by research organizations is the practical import-



ance of personnel statistics *continually collected and scientifically analyzed* on a scale too big to be handled by any one business concern."

A study such as this presupposes a common understanding of such terms as resignation, discharge and lay-off; a standard list of reasons for leaving; a uniform method for computing labor turnover. Without attempting to set forth the merits of the various definitions and methods of computation, the authors have adopted those which have proved workable and understandable to those who have had practical experience in handling such figures and facts. Theoretical dissertations which so often encumber subjects of this sort have happily been avoided.

There is nothing startlingly new in the facts brought out by the report. There is indeed little which has not already been pointed out by previous investigators of the subject. Its value lies in the fact that there is a start made in a cooperative effort to obtain "labor facts" relating to the whole community as opposed to the guess-work under which industry has been operating. Surely this is a step in the right direction and one which can well be copied. Local personnel groups in organizing for work might well take inspiration from the keynote sounded in the introduction of the study which calls for "building up an interchange of information, in community terms, which at crucial times might assist in the wise choice of policy, but which, more than anything else, might help in building up sounder practice in day-by-day industrial relations."

J. A. GARVEY,

*Dennison Manufacturing Company.*

**Labor and Politics.** By Mollie Ray Carroll, Ph.D. Houghton, Mifflin Co., 1923. Pp. xix + 206. Price \$2.00.

A discussion of the attitude of the American Federation of Labor toward legislation and politics.

One of the series of books on the study of economics and commercial subjects submitted for the prizes offered by Hart Schaffner & Marx, Chicago, in 1922. Miss Carroll's book received honorable mention in Class A.

**Office Practice and Business Procedure.** By Florence E. McGill, B.A. Gregg Publishing Co., New York. Pp. viii + 308. Price \$1.20.

An elementary treatise on office practice and business procedure. It is designed as an introductory textbook for young students who are not familiar with the different features of office routine.

**General: Capital and Labor, Fundamental Principles, Open Shop, Unionism, Production, etc.**

**What Management Problems Loom Up for '23?** The Answer of Executives in Many Lines, Factory, January, 1923, pp. 17-19, 54-72.

Arthur H. Young, Manager of the Industrial Relations Department of the International Harvester Company, is one of twenty-six whose views are given in this symposium. He says in part:

"There is even now no unemployment. I refer, of course, to factory labor.

"There is no doubt that if the supply of labor is not to be increased some means will have to be found to get greater production from the forces we now have available. As I see it, this may be accomplished in three ways:

1. "By the manifestation of real constructive leadership of our supervisory forces. In our company we think this is being accomplished through our works councils and other features of our industrial relations program.

2. "By the turning of engineering skill to the development of more efficient equipment and manufacturing methods.

3. "Provide all proper incentives to the workers, including, of course, wage incentives that will reward the worker for increased output."

From this article, besides the pointers from Mr. Young, valuable information on what is in the minds of executives for whom industrial relations managers work can be secured by the specialist in personnel administration.

H. E. F.

**Cutting Off Our Man Power.** The Nation, Oct. 18, 1922, p. 404.

The figure of 309,556 immigrant aliens admitted shrinks to almost

nothing when reduced to net gain in man power and there has been an actual loss in net immigration of the unskilled class—this compared with 400,000 skilled and unskilled immigrants annually before the war. Of course there are other reasons for a liberal immigration policy.

**Iron Man in the Melting Pot.** By Clarence E. Howell, Assistant Superintendent of Public Schools and Director of Secondary Education, Massachusetts. Industrial Education Magazine, December, 1922, pp. 161-163.

The writer of this article takes exception to many of the points with regard to vocational education made by Mr. Arthur Pound in his recent book, "The Iron Man."

Mr. Howell brings out rather clearly that the building of automatic machines entails a vast amount of the most skilled and highly trained workmanship and that this demand for the making of the automatic machine is ever on the increase. He shows clearly that the growing complexity of the wants of society easily absorbs any surplus of skilled labor created through organization for automatic production, society merely using these inventions as short cuts to more and better things.

He cites illustrations from the life of Thomas Edison and Theodore Roosevelt, who had the faculty of being happiest and at their "farthest north" when hard at work in their laboratories.

He also makes clear that the automatic machine does not always mean retrogression to those who use it. He cites the case of the negroes, to whom Mr. Pound refers in his book, and

shows that in coming north during the war to take part in automatic machine production, these people made a distinct advance in the status over their previous occupation of wielding a hoe in some southern field.

J. McK.

**Carnegie's Theory of Business.** By Samuel Crowther. System, August, 1922, pp. 141.

This is the fourth article in a series by Mr. Crowther, based on interviews with Mr. Schwab and other friends of Mr. Carnegie. There is helpful counsel in all of them, and the present instalment is no exception.

Carnegie believed that competition is inexorable and that ease and leisure can be reckoned with only after the day's work. But he was perhaps the first of his time to understand that there are varieties of hard work, and he believes that it is not enough merely to be working hard—one must know at what he is working hard. More than that, he keenly understood personal physical limitations. This is the reason he took partners in the management and tried to extend in some form or other the idea of partnership down through every phase of the organization, and it is a known fact that, although Carnegie was actually the chief, he never paraded his chieftainship. We receive a new insight into the great Carnegie when he says:

"I do not think that any man can make a success of a business nowadays, and I am sure I never could have done so, without partners, of whom I had thirty-two—the brightest and cleverest fellows in the world. . . ."

F. P. P.

**Our Experience with Women Workers.** Factory, December, 1922, pp. 659-661, and 692-698.

Trends as to the retention of wo-

men workers in industry since the war are described in one of the most illuminating articles that has appeared in this magazine in many a month—the opening article for December. It is a readable report on the policy in thirty-six lines of industry. Its statements are based on the replies to 1,000 letters. Many of the concerns replying are mentioned, and two well-known members of the National Personnel Association are quoted on important points.

The editors of the magazine report that 30 per cent of the manufacturers they heard from say that they have an increased proportion of women workers as compared with the pre-war conditions. Sixty-five per cent report that there is no appreciable change. The remaining five per cent say they have fewer women.

The reasons for the figures are in part obvious, in part not readily discernible. They are given in the article. In its summary, five points are given as outstanding:

1. Women can do men's heavy work in times of war, but their employment in such lines in times of peace is not economically sound.
2. Women are more efficient than men on work which requires quickness of eye, deftness of fingers, and attention to quality.
3. Job analysis in each plant is necessary to determine whether border-line work is men's or women's.
4. The ultimate test in normal times is cost, which takes into account all items of cost.
5. The characteristics of women differ from men's and their peculiarities must be taken into account.

Factory's survey indicates that further increases in the percentage of women employed over pre-war conditions will be made in 1924.

D. E. F.

**Professional Opportunities in Department Stores.** News-Bulletin of the Bureau of Vocational Information, New York, January 5, 1923.

A survey of the opportunities in department stores for trained women.

**The Influence of the Business Cycle on Certain Social Conditions.** By William F. Ogburn and Dorothy S. Thomas, Columbia University. Journal of the American Statistical Association, September, 1922.

A technical paper on the influence of economic changes on social conditions in the United States presenting the scientific evidence as to what have heretofore been little else than popular belief.

The paper first attempts the construction of a curve of the business cycles for the fifty years from 1870 to 1920. In the developing of this curve a combination is made of nine different series of index numbers. The resultant curve is compared with several indexes of social conditions from which the following conclusions are drawn:

1. *Marriages.* A study of marriage rates for the period from 1870 to 1920 indicates that the number of marriages fluctuates in a manner corresponding with that of business conditions, increasing in a period of pros-

perity and diminishing in a period of depression. These changes occur practically simultaneously.

2. *Divorces.* The fluctuations in the divorce rates also correspond quite closely to the fluctuations of the business cycles. More divorces are secured in a period of prosperity and fewer during a business depression.

3. *Deaths.* Contrary to what might naturally be expected, the fluctuations in the death rates are similar to those of the business cycles, increasing to a slight degree in prosperity and decreasing in depression. No definite conclusions are drawn from this, however, as similar data for England shows a reverse tendency.

The suicide rate, considered alone, decreases in a period of prosperity and increases in a period of depression, the degree of negative correlation being very high.

4. *Births.* There is a slight tendency for birth rates to increase in a period of prosperity and to decrease during business depressions, the peaks and low points in birth rates lagging one year after the peaks and low points of the business cycles.

5. *Crimes.* Observation of the available crime statistics shows that in most of the business depressions the number or convictions for crime is above normal and in most periods of prosperity that the number is less.

M. M. J.

**Cooperation with Employees:** *Employee Representation, Works Councils, Conferences, Committee System, etc.*

**The Employees' Representation Plan and the Mutual Aid Association of the Employees of Borden's Farm Products Co., Inc.** Law and Labor, January, 1923, pp. 22.

Mr. Franklin G. Cover, Personnel Director of Borden's Farm Products

Co., Inc., discussing the strike of unionized milk drivers in New York City in the fall of 1921, in the Bergen Evening Record of July 21, 1922, said:

"The blame for the milk industrial controversy has been properly laid on the shoulders of both the employee and

the employer. The employee recognizing the value of organization, cast his lot in a third party association, whereas, on the other hand, the employers' business steadily increased to such proportions that the management lost the human touch and contact with the employee. The inevitable result was misunderstanding, distorted vision and shortsightedness on the part of both sides. It cost the employees hundreds of thousands of dollars in lost wages to understand the difference between constructive and destructive organization; it cost the companies millions of dollars to learn that close personal contact and cooperation is necessary between employee and employer for the greatest degree of productivity."

Upon the failure of the strike, the old employees who returned to the service as non-union men and the new employees organized the Borden's Employees' Association in February, 1922, and the Borden's Employees' Mutual Aid Association in May, 1922. These organizations were created by the employees themselves, and Mr. Cover states that their constitutions and by-laws were drawn up without any participation by the management.

**Employees Turn Down Shop Committee Plan.** *Industrial Relations.* Bloomfield's Labor Digest, Vol. XIII, No. 11, p. 1382.

The employees of the steel plant at Sydney, Nova Scotia, of the British Empire Steel Corporation, have voted to refuse the offer of a shop committee made by the management.

**Employee Representation from Two Viewpoints.** *Information*, 1923. Bulletin of the Pennsylvania Railroad System.

Addresses by E. T. Whiter, Assistant Vice-President in Charge of Personnel, who spoke for the Man-

agement of the Pennsylvania Railroad and Leo I. Kennedy, General Chairman, Fraternity of Maintenance of Way Men, who spoke for the workers.

**Experimenting with the "Human Mechanics" of Industry.** By Jerome Davis. *Industrial Management*, January, 1923.

This article presents the result of a personal investigation of conditions in the Colorado Fuel and Iron Company where the Rockefeller Plan of Employee Representation was first adopted in 1915. It gives examples of wide variety and questions which are considered by the management and representatives of the employees. Also, an enumeration of the advantages and disadvantages which the plan has in the eyes of the employees and the management. A question of its effect upon Unionism is also considered.

H. C. L.

**Showing Employees How They Can Profit by Helping Each Other.** By Peter F. O'Shea. *Factory*, December, 1922, pp. 677-678.

Here is a concise account of the way the Eastman Savings and Loan Association, conducted in accordance with the banking laws of the State of New York by the Eastman Kodak Company for its employees, works to their benefit. The plan offers three methods of investment to the employee shareholders—installment shares with quarterly dividends, savings shares, and income shares. For home-building the funds of the association are loaned to the employees on a conservative basis. Provided the employee has 10 to 15 per cent of the appraised value of any property he desires to purchase or build, the association will loan him 70 per cent of the appraised value on a first mortgage.

H. E. F.



**Committee Work in Management.**

By R. J. Baker. *Industrial Management*, November, 1922.

The committees discussed in this article are Management Committees rather than the committees understood under the term "Works Committees." The most important statement is that made in connection with this article by the editors who say: "As a matter of fact, Staff Committees such as have been advocated by this magazine, acting in advisory capacity, though not at all sensational in scope or operation, far outweigh in basic importance of their work the committees which, during the war, came into being as an industrial palliative."

H. C. L.

**A Successful Employee Partnership.**

By Alfred Stuart Meyers. *Industrial Management*, November, 1922.

This article describes the cooperative plan established in 1918 in the Garner Print Works and Bleachery, now known as the Duchess Bleachery, Inc. The plan resembles in most respects the Factory Council plans in other companies where committees consisting of representatives of the management and elected representatives of the employees discuss and act on the details of the business. It differs from most plans in certain points, most important of which is a 50-50 profit-sharing agreement. This article is one of the most interesting and enlightening published thus far on this phase of industrial relations. As a concrete demonstration of the results obtained, it is stated that the labor turnover in 1919 was 56 6/10%, in 1920 36 6/10%, in 1921 19 9/10%, and in 1922 it is estimated at 15%.

H. C. L.

**Six Months of the Pennsylvania Railroad System's Employee Representation Plan.** Bloomfield's *Labor Digest*. November 4, 1922. pp. 1310.

This report is a convincing argument for the success of a well conceived plan for self-expression of employees, conducted sincerely for the mutual interests of employer and employee.

It states that nearly one-half of the five thousand cases presented by employees were adjusted in conference without appeal; one-fourth were appealed and the balance withdrawn for lack of merit or other reasons. Only two per cent of the total number of cases presented were carried to court of last resort, all other cases having been settled either with local officials or next higher authorities. Of the actual number, or ninety-eight cases reviewed by the committees during this period, forty-nine were decided in favor of the management, twenty in favor of the employees, and twenty-nine withdrawn after reaching the committees.

The company regards these results as conclusively showing the recognition of the spirit of fair play pervading the organization.

A. L. R.

**A Page from a Foreman's Notebook.** By Wm. Haley. *Industrial Management*, January, 1923.

This is another example of Mr. Haley's very readable and anecdotal articles. It will interest all those to whom the case method of discussing a problem appeals.

H. C. L.

**Personal Experiences in Directing Men.** By J. Walter Barnett, Jr. *Management Engineering*, January, 1923, pp. 25-26.

The author writes of his personal relations with the workmen. He sets

forth two principles in which he believes in dealing with his employees:

1. "That every man in my employ is a man through and through, until he has shown himself otherwise, and, as such, is entitled to equal opportunities with others for advancement.
2. "That those who exercise authority must be made to realize and recognize the feelings and interests of those over whom they are placed by their positions, and must give every man a square deal."

He believes it right, however, to deviate from established rules to meet

individual cases if by so doing greater loyalty and cooperation can be gained.

R. H.

#### Strike of the Railroad Shopmen.

By Margaret Gadsby. *Monthly Labor Review*, December, 1922, pp. 1-21.

This article presents the story of the railway shopmen's strike of last summer. A brief history of any big labor dispute is a valuable document to have at hand. The importance of this strike makes this well prepared article of even more than usual interest.

B. H.

**Employment:** *Labor Turnover, Job Analysis and Specifications, Employment Procedure, Transfers, Promotions, Analysis of Labor Supply, Psychological Tests, Use of Statistics, etc.*

**Selection of Salesmen.** By H. A. Richmond. *Administration*, January, 1923. Pp. 49-58.

The author discusses the defects in methods usually employed in selecting salesmen, the qualifications required for a successful salesman and the steps that should be taken by a sales manager to achieve a higher degree of success in selecting high grade salesmen.

1. Secure recorded facts covering determining factors;
2. Evaluate the information recorded;
3. Analyze the qualifications of each new applicant in the light of known facts regarding desirable qualifications.

The conclusion is "that the only common-sense method of securing a force of high grade salesmen is to select from any group of applicants those whose qualities best fit them for success and then to give them such training as will largely guarantee that success."

R. H.

**Mechanical Aids for the Classification of American Investigators, with Illustrations in the Field of Psychology.** By Harold C. Bingham, Assistant Director, Research Information Service, National Research Council. *Bulletin No. 22*, November, 1922, National Research Council of The National Academy of Sciences, Washington, D. C.

This report describes with minute care the personnel system of the Research Information Service and the Findex classification which has been developed for convenient use of the system. It illustrates various uses of the personnel file by presenting results pertaining to the characteristics interests, and research activities of American psychologists.

It is believed that the report will prove especially valuable to persons who are in need of mechanical sorting devices and that the illustrative materials will acquaint American psychologists with many facts not previ-

ously available which are of obvious importance for the further development of science.

**How Advertising Reduces Sales Force Turnover.** By C. C. Casey. *Printers' Ink Monthly*, January, 1923.

Mr. Casey shows how important he feels the matter of sales turnover to be when he says that twenty-five per cent difference in turnover in a sales force of 100 men will justify the discharging of a \$5,000 sales manager and hiring a \$17,500 man.

While sales labor turnover is not wholly a matter of management, according to the author, management has a greater bearing on it than the average sales manager is willing to admit.

It is possible to prepare the way for salesmen with advertising and have the prospect thinking along the desired lines prior to the salesman's call. This sort of advertising in connection with a private advertising school in the sales department will help the labor turnover, according to the author, more than any other one thing. Advertising campaigns can be built around the customers that salesmen are expected to sell.

Such advertising, particularly when the salesman is aware of its existence and purpose, helps to increase business, increase the salesman's profit and to keep the salesman happy in his work with the company he serves.

C. L. F.

**The Use and Limitations of Psychological Tests.** By Daniel Starch. *Harvard Business Review*, October, 1922, pp. 71-80.

Much progress has been made in the control of physical forces and machines in the business world, but little effort has so far been directed toward the control of human forces. Vari-

ous fallacious systems of selecting employees, as phrenology, graphology, palmistry, and the like, which have been surprisingly popular, have not proved ultimately satisfactory because they are unsound and unscientific.

Psychological analysis is not yet sufficiently developed to be applied automatically, nor can we measure accurately all specific abilities, or emotional, or personality traits. It is possible, however, "to measure general intelligence, ability, or mental alertness at least within approximate limits," as well as to "measure with some degree of approximation, special aptitudes and qualities required for various occupations and tasks."

Experiments are reported whereby intelligence tests applied to prospective business executives, retail shoe salesmen, assistant buyers in a retail store, saleswomen in a retail store, and restaurant waitresses, show marked differences between these occupational groups, and even distinguish to some degree between the good and poor workers of individual groups. The addition of an occupational test in one instance increased the accuracy of this division.

A sound psychological program will necessarily be long and complex, but in the end it will be justified by the usefulness and reliability of results. The precautions to be observed are that

- (1) The psychologist in charge must have scientific training and experience.
- (2) The industry conducting the experiment must maintain an open minded point of view.
- (3) A complete analysis of any task must be made before a test for that task is devised.
- (4) Suitable tests must be selected or devised and applied to selected groups of known ability.

- (5) And finally these tests must be modified in the light of experimental results.

J. R. G.

**Placement of Graduates of Day Industrial and Trade Schools Through Central Employment Bureaus vs. Direct Placement by Schools.** By Emery T. Filbey, Vocational Education Magazine, December, 1922, p. 294.

**The Psychology of Vocational Selection.** By Arthur W. Kornhauser. A reprint from The Psychological Bulletin, April, 1922, Vol. 19, No. 4.

**The Character and Functioning of Municipal Civic Service Commissions in the United States.**

Report of the Committee on Civil Service Governmental Research Conference of the United States and Canada. Submitted at the Annual Meeting at Cleveland, June 1-3, 1922. Ob-

tainable from Charles B. Ryan, Secretary-Treasurer, Municipal Research Bureau of Cleveland.

**Predicting the Careers of Clerical Employees.** By M. A. Bills, Associate Director, Bureau of Personnel Research, Carnegie Institute of Technology, December, 1922.

A study of what happens to the seven types of persons who enter the clerical field. Suggestions for better selection.

**Personality and Vocational Success.** By Morris S. Viteles, Ph.D., Instructor in Psychology, University of Pennsylvania. Lefax, January, 1923, pp. 25-29.

The factor of personality, another important consideration in the selection and maintenance of an efficient working force, is the subject of this article. The importance of personality and some of the tests used for its measurement are discussed.

L. E. S.

**Employees' Service and Miscellaneous Activities: Thrift and Investment Plans, Restaurants, Athletic and Social Activities, Vacations, Legal Aid, Mutual Benefit Associations, Pensions, Employees' Stores, Insurance, etc.**

**Profit Sharing Plan of a Retail Store.** Industrial Relation, Bloomfield's Labor Digest, Vol. XIII, No. 3, p. 1319.

Details of the profit-sharing plan of James McCutcheon and Company, New York City.

**The Craddock-Terry Cooperative Association.** Law and Labor, November, 1922, p. 318.

The plan of the Craddock-Terry Company to provide relief for its employees in case of disability from sickness, and death or birth in the family.

**A Triumph of Organization.** Industrial Welfare, December, 1922, p. 463.

A brief account of the welfare scheme of the Morley and Impey, Limited, Co., England, at their Northfield factory.

**A New Departmental Bonus System.** By E. F. Roberts, in an Interview with D. G. Baird. Industrial Management, January, 1923.

Asserting that individual piece-work payments tend to destroy teamwork, the writer attempts to show how group bonuses were used by the Packard Motor Car Company to supplement individual piece-work earnings. The many practical results from the sim-

ple plan which was adopted make this article a genuine contribution to the literature in its field. H. C. L.

**Unemployment Insurance in Theory and Practice.** National Industrial Conference Board. Report No. 51.

As stated in the foreword of this report its purpose is to discuss the problem of the relation of unemployment insurance to conditions in the United States through an analysis of the theory of such insurance, an examination of European experience with its various forms and a survey of the need and basis for public unemployment insurance in the United States. Legislative projects for such insurance in this country are studied from the point of view of economic and social theory and in the light of American economic and social conditions so as to provide a basis for unbiased judgment regarding the applicability of any form of social insurance to the unemployment problem in the United States.

**Health and Safety:** *Hospital and First Aid Activities, Physical Examination, Accident Prevention, Health and Safety Statistics, Ventilation, Lighting, etc.*

**Daylight as an Aid to Production.** Management Engineering, January, 1923, p. 24.

It is always worth while from the point of view of production to furnish employees all the daylight possible. In setting aside storage space and placing equipment this fact should not be lost sight of. R. H.

**The Economic Importance of the Safety Movement.** By H. Weaver Mowery. Industrial Management December, 1922.

An interesting treatment of the economic aspects of the safety move-

**Report of Annual Meeting of Industrial Welfare Society.** Industrial Welfare, December, 1922, pp. 467-469.

The meeting was addressed by its President, H. R. H. The Duke of York, whose keen and active interest in industrial affairs is a most promising sign of the times in England. That he has arrived at a definite philosophy of life and a definite point of view is evinced in his significant words:

"Industrialism is recognizing the fact that no matter how perfect an organization or how necessary its existence, the ultimate and only consideration for its success is that of the actual lives and aspirations of the workers themselves." A. W. A.

**Extra Dividend Paid to Employee Stockholders.** Law and Labor, December, 1922. p. 343.

A description of the stock subscription plan of the Fafnir Bearing Co., of New Britain, Conn.

ment with statistics showing the total money loss, the loss in the case of particular companies, and the reduction of this loss in other companies. An interesting inference of the possible effect of safety work on general business conditions is developed. H. C. L.

**Selling Better Health to National Cash Register Employees.** By Dr. F. G. Barr. National Safety News, June, 1922.

The average time lost by industrial workers on account of sickness is variously estimated at from six to nine days annually per employee. In



the National Cash Register Company, as a result of the health work done under the direction of Dr. Barr, the figure is now 11.5 hours annually per employee.

The same methods of prevention used so effectively by Dr. Barr can be used by any other company.

**Record of Industrial Accidents in the United States to 1921.** By Lucian W. Chaney. *Monthly Labor Review*, December, 1922, pp. 159-173.

This article indicates the sources from which information regarding industrial accidents may be derived and illustrates the kind of information which is available. At the same time, valuable data concerning industrial accidents both by geographical area and by industries are set forth.

B. H.

**Industrial Accidents Can Be Prevented.** By David Van Schaack. *The Nation's Health*, January, 1923.

A comprehensive statement of the methods and results of accident prevention. Many concrete examples are given; the financial gain in reduced insurance rates and in other respects is described; the safety organization is discussed; methods of educating individual employees and enlisting their cooperation are taken up.

H. C. L.

**Claim Costs Reduced by Health Supervision.** By Robert S. Quinby, M.D. *The Nation's Health*, January, 1923.

This paper presumes to deal with the methods of creation and maintenance of industrial medical service, the reduction of sickness and accident disability, and with the economic justification through savings in settle-

ment of accident, sickness or death claims.

This article by Dr. Quinby gives a detailed and extremely interesting account of the health activities in the Hood Rubber Company. No one interested in this field can afford to miss it.

H. C. L.

**The Nurse in Industry.** By Elizabeth Ross, R. N. *The Nation's Health*, January, 1923.

This extremely interesting article should be read by all those who wish to understand the point of view of the registered nurse as expressed by one who has had considerable experience. Particular emphasis is placed upon the difficulties under which nurses in industry are sometimes compelled to carry on their work.

H. C. L.

**Prevention Work Is Emphasized.** By C. W. Geiger. *Hospital Management*, April, 1922.

As part of a personnel program the Paraffin Companies, Inc., have installed complete medical service. Physical examinations of the employees are being made in order to protect their health. Dismissal does not follow discovery of ill health, but an effort is made to place an affected person in a position where his work will be favorable. First aid is taught to all employees in the plant, and it is of the greatest possible service in preventing sickness.

**The Business of "Making" Health.** By Elizabeth Cole. *Industrial Management*, December, 1922.

Those who sometimes wonder what happens to the proceeds from the sale of Red Cross Christmas seals will find an authoritative answer in this article.

H. C. L.

**Training and Education:** *Technical and General Education, including Training of Executives, New Workers and Foremen, Bulletin Boards, Company Libraries, Cooperation with Schools and Colleges, Employee Publications, etc.*

**"The Junior of This Year Is the Executive of Next—Perhaps."**

By Adele Dronet. Educational Director of the D. H. Holmes Co., Ltd. *Dry Goods, Economist*, January 13, 1922.

The growth of a store depends largely upon its personnel.

Recognizing the fact that the juniors of today will perhaps be future executives, too much care can not be taken with their training in the principles and practices which have been among the leading features of the store's progress.

Upon entering the store, they should be given a talk on the policy of the store and history of its development. They should be sponsored by someone who introduces them to the department, takes them to lunch, gives them all information necessary and in general makes them feel at home.

Then as to their training—instruction in system is essential. They should know this thoroughly before using a salesbook.

Instruction in stock should be given from the beginning. A practical talk on the manufacture of the merchandise by the Department Manager is suggested and reading trade journals and articles bearing on merchandise in the department is recommended.

Classes and discussions on Salesmanship form a definite part of their training. Here they hear about the selling experiences of others and can profit by their mistakes.

In the first few days in the store, juniors should be encouraged and as time goes on, time and effort should not be wasted in making them grow

up to the ideas and ideals of the institution. D. S.

**The Training of Men to Act in Supervisory Capacities and Best Results in Handling Men.** Address given by Mr. F. W. Brazier, Assistant to General Superintendent of Rolling Stock, New York Central Railroad, before the meeting of the Central Railway Club, November 23, 1922. Published in the Official Proceedings of the Club.

**How to Increase Production in Retailing.** By W. C. Charters. *Women's Wear*, November, 1922.

Dr. Charters discusses this topic from the standpoint of the Store Personnel, and stresses the following points:

I. Discipline is essential to increasing production. Executives must be leaders and be respected for their firmness. Weak managers break up the morale of a department. However, they must not be entirely without a certain amount of kindness as this assures the happiness of their people, which is necessary for good work, develops a pleasant atmosphere and a thriving organization, all of which pays in dollars and cents.

II. Watching floor work. The Department Manager must have his finger on the weaknesses and strength of his sales people. He can only do this by watching them on the floor—their attitude towards customers and their care of the merchandise. He must not only know who are the strong and who the weak people in the

department, but must use this information in showing his appreciation of good work and pointing out the defects of poor work. Successful leaders watch out for things to praise as well as for things to censure. The three tests of an executive should be his knowledge of the job, ability to handle men, skill in training them.

III. Improving Store English. This is a factor which has its place in the successful organization. Forming classes for correcting common errors in English and making membership voluntary has been found very profitable in some organizations.

IV. Training Salespeople—Practical training should be given for it has been proven that instruction is only successful when salespeople realize the need of it and it bears on their difficulties and problems.

A. S. D.

**Coordination Between Store and School.** By Helen Haynes. Vocational Education Magazine, December, 1922, p. 270.

Details of the plans adopted by department stores in employing high school students.

"There are three general plans of coordination: *First*, the week-in-week-out plan, with two students alternating in one position. *Second*, the half-day plan, one group of pupils going to school in the morning and working in the afternoon while another group alternates. *Third*, the plan in which the students attend school during regular school hours and work on Saturdays and during vacations. They are excused from school to work during special sales at proper times.

". . . The selection of the class may be made in any one of the three following ways: (1) Open the course to all students who are sophomores

and over sixteen years of age, as an elective. (2) Open it to all students who, in the opinion of the instructor, are sufficiently mature and who appear to have potential qualities of salesmanship. (3) Open it only to those students who can secure for themselves a position in one of the approved stores. . . ."

**Helpful Relations Between the Colleges and the Industries.** By R. L. Wales, Dean, Department of Engineering, Rhode Island State College. Engineering Education, November, 1922, p. 136.

A correlation of facts and figures regarding the mutual helpfulness of colleges and industries in an effort to present a fairly complete analysis of the problem.

**The Cooperative Industrial High School and Part Time Trade Extension (Continuation) School of Dayton, Ohio, for Apprentices.** Obtainable from Superintendent of Instruction, M. 3194, Steele High School, Dayton, Ohio.

A detail of the plans followed by the Board of Education cooperating with an advisory committee of the Dayton manufacturers under the provisions of the Smith-Hughes Act for the promotion of vocational education.

**Chicago Public High School Course in Retail Selling and Advertising.** Commercial Education Leaflet No. 1, June, 1922. Department of the Interior, Washington, D. C.

An outline of the course as given in ten of the High Schools of Chicago, the majority of the schools running two classes.

**Training Time-Study Men.** By Stewart M. Lowry. *Industrial Management*, December, 1922.

The character and quality of time-study and rate-setting men has often been criticized. This article describes fully the question of rate setting in its human aspects; that is, in terms of the qualities and training of the men who set the rates. The article is not a theoretical discussion but an account of how the proposals discussed have been practically applied by the Westinghouse Electric and Manufacturing Company.

H. C. L.

**Workers' Education in the United States.** Workers' Education Bureau, New York City. Pp. 196. Price \$0.50.

Proceedings of the Second National Conference on Workers' Education in the United States held at the New School for Social Research, New York, April 22 and 23, 1922.

**The Trade Union and Industrial Education.** By Charles A. Prosser. *Vocational Education Magazine*, December, 1922, p. 292.

This is the third of a series of articles on the question of the attitude of the public employer, the trade union, and the schoolmaster toward industrial education.

**Apprenticeship System for the Painting and Decorating Trades in the Metropolitan District.** Bulletin No. 5, November, 1922. Apprenticeship Headquarters, Grand Central Terminal, Room 2041, New York City.

Rules and Regulations approved and adopted by the Apprenticeship Commission of the New York Building Congress, Sept. 22, 1922.

**The Advantages of the Lecture System of Teaching in a Technical School.** By W. R. Veazey. *Engineering Education*, December, 1922, p. 177.

**A New Course in Machine Shop Practice.** By O. W. Boston. *Engineering Education*, December, 1922, p. 188.

A description of the course given in the Engineering Shops at the University of Michigan.

**Value of Factory Classes in English.** *Industry*, December 9, 1922.

The results of a questionnaire sent out by the State Department of Education of Massachusetts and the Associated Industries of Massachusetts. Fifty-three out of the fifty-seven industries from which answers were received stated that their classes would be continued.

It is interesting to note that the returns were received from thirty out of thirty-nine towns and cities in which factory classes were conducted during the school year 1921-22, and are representative of 282 classes out of a total of 366, with an enrollment of 4,059 pupils, out of a total of 5,316.

The results of the investigation are summarized in a table accompanying the article.

**Trade School Proves Practical Value.** *Chicago Commerce*, December 2, 1922. Published by the Association of Commerce, Chicago, Ill.

The value of apprenticeship training as demonstrated by the experience of R. R. Donnelly & Sons Co., in their printing plant.

**Means for Vocational Training for the Industries.** Reprinted from *Mechanical Engineering*. Report of the Committee on Education and Training for the Industries, presented at the Annual Meeting, December 4-7, 1922, of The American Society of Mechanical Engineers, pp. 11.

In this report Extension and Correspondence Schools are covered by James A. Moyer, Director, University Extension, Massachusetts Department of Education; Schools for Apprentices and Shop Training, by R. L. Sackett, Dean of Engineering, State College, Pa.; Industrial Education as represented in Schools, by C. R. Richards, Director, Cooper Union, New York.

**Building Workers from Within the Plant.** By Robert McNight. From the experience of R. R. Donnelly and Sons Company. Factory, January, 1923, pp. 30-32, and 94-98.

Both Thomas E. Donnelly, President, and E. E. Sheldon, Supervisor of The School for Apprentices of this company are quoted in this article.

The former says: "We purpose that graduates of our school excel the usual journeyman in craftsmanship and that their characters shall be founded upon the principles of integrity, generosity and self-denial that made America the first nation of today."

Mr. Sheldon is quoted as saying to the mother of a typical applicant for entrance to the school: "Anton can either make money or he can get an education. He can't do both at the same time. He is paying for this education, paying for it out of his possible earnings elsewhere. But we are keeping him out of 'blind alleys,'

out of jobs that lead nowhere, and are teaching him to get somewhere."

This is told in explanation of the arrangement during the two-year pre-apprentice period when the boy gets \$5 a week for the first six months, then one-half dollar weekly increase every six months. When he becomes an apprentice, for a five-year period, he starts at \$10 a week. There is a bonus system with all standings based on quantity and quality of work done. The basis of this is set forth clearly on one of the forms used in Mr. Sheldon's work, two of which are reproduced with the article. "Academic" is one of the column headings for the efficiency ratings. The apprentice studies for half a day in the classroom and works the other half in the plant.

**Federal Board for Vocational Education.** Sixth Annual Report to Congress, 1922. Government Printing Office, Washington.

Section I—General Survey of the work of the Board; Section II—Summary of the work accomplished by the various states in vocational education; Section III—Vocational Rehabilitation of Persons Disabled in Industry or otherwise.

**Training for Business from a Business Man's Viewpoint.** By F. J. Zurlinden. *Vocational Education Magazine*, December, 1922, pp. 273-278.

Some exceedingly practical suggestions are made in this article regarding training for business. Among the points made are suggestions regarding the value of letter-writing, up-to-date instruction material, the ability to read comprehensively, hints on how to study, and an enumeration of certain qualities which are essential to success in business. J. McK.



**Working Conditions and Wages: Hours of Work, Methods of Payment, Time Study and Rate Setting, Wage Statistics, Cost of Living Statistics, Industrial Disputes, etc.**

**Why Men Strike.** By Edward A. Filene. Industrial Management, December, 1922.

"Men strike," says Mr. Filene, "primarily because they instinctively dislike to be bossed. All men dislike to be bossed, employer and employee alike." From this introduction Mr. Filene proceeds to develop his industrial creed, based on his own far-reaching experience in business.

H. C. L.

**How a Large Office Organization Worked Out Salary Standardization.** Bloomfield's Labor Digest, Vol. XIII, No. 11, p. 1385.

The methods and policies used by the Henry L. Doherty & Co. in working out a scientific standardization of salaries in their office organizations.

**Six Wage-Payment Plans That Have Stood All Tests.** By Paul M. Atkins. Factory, January, 1923, pp. 42-43, 110-111.

It would have been better to head this article, "Some Points to Remember in Planning an Incentive Wage-Payment System." For after discussing some fundamental economics, and describing most lucidly one plan—the Gantt premium plan—Mr. Atkins, "who has installed some successful wage-payment plans" outlines the "chief elements of a good incentive method." He says that none of these elements can be neglected in planning an incentive wage-payment system. Summarized they are:

An incentive method of wage payment must give a distinct increase in wages above the base wage, namely,

the real base of the community for that kind of work.

The incentive should be a direct and immediate result of the workman's personal effort.

The bonus payment ought to come at intervals, usually not further apart than the regular pay periods.

Any effective method of incentive wage payment must be easily understood by the men.

It is well to bear in mind the unit on which the wage incentive payment is going to be figured. The use of the hour as the unit has many advantages.

The rate of the incentive will frequently need to vary with different conditions.

The very basis of any satisfactory method of incentive wage payment is the fair and accurate determination of the standards on which the incentive is to be paid.

H. E. F.

**Employment, Hours and Earnings in the United States, 1920-1922.** By Willford Isbell King, Ph.D.

Results of an inquiry conducted by the National Bureau of Economic Research, Inc., with the assistance of the Bureau of Markets and Crop Estimates, and the Bureau of the Census for the President's Conference on Unemployment.

The various chapters touch upon such subjects as the changes in the numbers employed in various industries; the percentage of full time worked by employees while on pay rolls; relative changes in the volume of employment; full time hours per week; hours actually worked per week by employees on the pay rolls.

**The Human Elements of Wage Incentive.** By Dale S. Cole. *Industrial Management*, January, 1923.

The writer emphasizes an aspect of wage payments which has not been sufficiently considered in discussions on this subject: namely, that it is not only *what* wages are paid but *how* wages are paid which affects the worker's state of mind. A brief and extremely simple article, it is, nevertheless, one of the most fundamental and practical which has ever appeared. The principles and suggestions which it contains will strike an immediate response in every person interested in methods of wage payment.

H. C. L.

**Industrial Conditions under the German Republic.** By Alice Saloman, Director of the School of Social Studies, Berlin. *Welfare Work*, December, 1922, pp. 225-227.

**Agricultural Wage Earners in the United States.** By Victoria B. Turner. *Monthly Labor Review*, December, 1922, pp. 22-40.  
Figures as to general wage decreases

in the manufacturing industry show that altogether there was something like a 20 to 25 per cent decrease from the 1920 high rates. Subsequently, there has been some increase. The farm laborer, however, has had to accept a decrease of over 42 per cent in his wages. These and other interesting facts concerning the agricultural wage earner are presented in this article.  
B. H.

**Methods of Paying Salesmen in the Coffee Roasting and Grocery Trades.** Report by the New York University Bureau of Business Research for the National Coffee Roasters' Association, July, 1922.

An analysis of the methods used in compensating salesmen by the members of the National Coffee Roasters' Association.

**Is There a Better Way to Pay Salesmen?** By George Landis Wilson. *Sales Management*, December, 1922, p. 14.

Suggestions for compensating salesmen.

## PERSONALS

*The Editorial Committee invites the submission of personal news items regarding the members of the Association*

L. S. Bitner, formerly Personnel Director of Wm. Filene's Sons Company, has been made Store Superintendent.

J. W. Dietz, formerly Educational Director, has been made Employment Director of the Engineering Department of the Western Electric Company, at West Street, New York.

Fred C. Krafft, formerly Labor Manager, has been appointed Labor and Production Manager of Alfred Decker and Cohn, Chicago.

Dr. N. I. Stone, formerly Labor Manager, is now General Manager of the Hickey-Freeman Company, Rochester, N. Y.

## Association News

### Directors' Meeting

A meeting of the Board of Directors of the Association was held at the Bankers' Club, 120 Broadway, February 1st.

### Personnel Terminology

The Committee on Personnel Terminology, of which J. D. Hackett is Chairman, includes also the following: Daniel Bloomfield, of Bloomfield & Bloomfield, Boston, Mass.; Dr. Paul F. Brissenden, of Columbia University, New York; Albert Smith Faught, of Walnut, Sutton & Faught, Boston; Dr. Henry C. Metcalf, Director of the Bureau of Personnel Administration; Miss Louise C. Odencrantz, Employment Manager of Smith & Kaufmann, Inc., New York; H. L. Rhoades, Supervisor, Policyholders' Service Bureau, Group Insurance Division, Metropolitan Life Insurance Company, New York.

The first meeting of the Committee was held at the City Club, New York, on Friday, January 26, 1923.

### Members of Program of Work Committee

- C. R. Dooley, *Chairman*, Manager Personnel and Training, Standard Oil Co. of N. J.
- S. B. Bunker, Advisory Staff, Industrial Relations Section, General Motors Corporation.
- C. S. Ching, Supervisor of Industrial Relations, United States Rubber Co.

Miss Louise Moore, Employment Service Manager, Dutchess Manufacturing Co.

Dr. R. S. Quinby, Service Manager, Hood Rubber Co.

Arthur H. Young, Manager of Industrial Relations, International Harvester Company.

### Ex-officio following:

W. W. Kincaid, President, The Spir-ella Co., Inc.—President.

Fred W. Tasney, Vice-President, Prudential Insurance Co.—Vice-President.

Dr. J. A. Stevenson, Vice-President, Equitable Life Assurance Society—Vice-President.

Sam A. Lewisohn, Vice-President and Treasurer, Miami Copper Co.—Vice-President.

W. J. Donald, Managing Director, National Personnel Association.

### Manager's Activities

W. J. Donald, Managing Director of the Association, has just returned from a three-weeks' trip to the West, where he visited the local personnel groups in Chicago, Milwaukee, St. Paul, St. Louis, Des Moines, Middletown and Dayton, Ohio, and Minneapolis.

### Committees

A number of Committee Chairmen have been appointed and a number of committees have been organized.

The members of the Board of Councillors and Board of Directors have been asked to submit names of persons interested in each subject and competent to serve on the various committees.

**1923 PROGRAM OF WORK**

The Program of Work Committee of the National Personnel Association has decided on the following set of committees and committee subjects for the year 1923:

1. Committee: Employee Publications  
Subject: Policy and Purpose of Employee Publications
2. Committee: Supervisory Forces  
Subject: Selecting and Developing the Supervisory Force
3. Committee: Health Supervision  
Subject: Medical Departments—Their Scope and Management
4. Committee: Visualized Training  
Subject: Using Motion Pictures in Personnel Work
5. Committee: Employee Cooperation  
Subject: Devices for Conferring with Employees
6. Committee: Community Cooperation  
Subject: Relation between Personnel Problems and Community Problems
7. Committee: Benefit Systems  
Subject: Methods of Providing for Dependency—Old Age, Sickness and Death
8. Committee: Economics for Employees  
Subject: Economics for Employees—Methods and Content
9. Committee: Remuneration  
Subject: Methods of Remuneration
10. Committee: Job Analysis  
Subject: Job Description and Man Specifications—Occupational Rating
11. Committee: Employment Plans  
Subject: Recruiting and Selecting Employees
12. Committee: Management Terminology  
Subject: Occupational Terminology and Personnel Literature Classification
13. Committee: Training Methods  
Subject: Tendencies in Methods of Training
14. Committee: Personnel Administration  
Subject: Dealing with Men in Small Organizations
15. Committee: Relations with Engineering Colleges  
Subject: Cooperation with Engineering Colleges.
16. Committee: Relations with Public Schools  
Subject: Cooperation with the Public Schools.
17. Committee: Relations with Collegiate Schools of Business  
Subject: Cooperation with Collegiate Schools of Business